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1989 Naval Avionics Center
Civilian Personnel Department
Profile

Benjamin J. Roberts
Kenneth W. Thomas
Mark E. Davis

Prepared for: Naval Avionics Center
                Civilian Personnel Department

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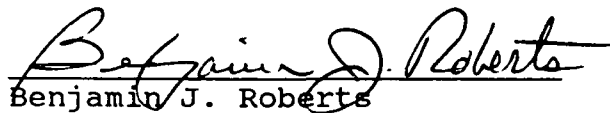
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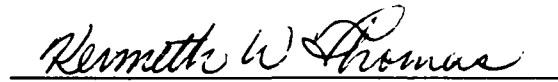Superintendent   Provost

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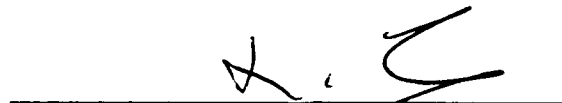

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The goal of this research is to examine the characteristics and attitudes of personnel working within the Civilian Personnel Department (CPD) at the Naval Avionics Center. This study was requested as an organizational effectiveness audit to gauge the state of CPD as perceived by its members following a reorganization and the beginning of a Quality Management Program.

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1989 NAVAL AVIONICS CENTER

CIVILIAN PERSONNEL DEPARTMENT

PROFILE

BY

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PREPARED BY

DEPARTMENT OF ADMINISTRATIVE SCIENCES
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FOR

NAVAL AVIONICS CENTER
INDIANAPOLIS, IN. 46219-2189

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I. INTRODUCTION

A. Objectives and Background

The goal of this research is to examine the characteristics and attitudes of personnel working within the Civilian Personnel Department (CPD) (An organizational chart is included as Appendix A). This study was conducted in August of 1989. Two years before this study, the leadership of CPD had changed. Among the initiatives of the new Department Head was a reorganization of the department (described below). Somewhat later, all of the Naval Avionics Center (including CPD) also began a Total Quality Management (TQM) program. This study was requested by the Department Head as an orgnizational effectiveness audit to gauge the state of CPD as perceived by its members following the reorganization and the beginning of the TQM program.

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B. Methodology

Information was gathered through the use of a custom designed survey. Interviews were first conducted with a sample of fourteen employees drawn from all divisions of CPD and from a wide variety of positions. These interviews were used to identify areas of employee concerns and satisfaction regarding CPD. The survey questionnaire was then designed to more systematically measure employees' attitudes on these topics. This survey was administered to 53 employees within CPD. The survey contained six separate sections, and is included, along with the frequency and means of the responses, as Appendix B. The six sections are: demographics, job, division, department, reorganization, and TQM. All responses were anonymous and confidential.

Each section of the survey will be addressed in this report. Using frequency analysis methods, each section will be analyzed both quantitatively and qualitatively. Recommendations and comments will be provided at the conclusion of the report.

II. DEMOGRAPHICS

This section summarizes demographic characteristics of the personnel within CPD.

A. Analysis

The sample population consisted of 75% females, 25% males. The mean age of the sample population was 36, with the youngest being 20 years old, the oldest 56. The mean education level was 1-3 years of college, with 37% having earned college degrees and 99% having obtained a high school diploma or equivalent. The mean length of service within CPD at the Center was 3.87 years, with a low of 0 years and a high of 15 years. (The responses of two members who had just joined CPD were not included in further analysis based upon difficulty they reported answering many questions.) The mean length of service in human resources development was 5.05 years, with a low of 0 and a high of 15 years. The sample was evenly distributed across divisions within CPD. In addition, the sample consisted of 30% clerk/secretary, 31% personnel management specialists, 14% other specialists, and 25% others.

III. JOBS

This section profiles several important job related attitudes.

A. Analysis

1. Respondents were asked to provide their satisfaction levels with various aspects of their jobs. A majority of those sampled were satisfied with their job overall (80%). (A respondent was considered "satisfied" if he or she responded "slightly satisfied" to "very satisfied.") Many were satisfied with the opportunity that they had to accomplish something worthwhile (69%), opportunities for professional growth (67%), the physical work environment (65%), and their involvement in the decision making process (65%). A somewhat smaller proportion were satisfied with pay (56%) and promotion opportunities (55%).

2. Respondents were asked to rate the effectiveness of previous training in helping them do their current jobs. While at least three-fourths of the sample population felt that each and every training source listed was at least somewhat helpful in preparing them to do their jobs, previous work experience was deemed to be the most effective training tool. OCPM (Navy Office of Civilian Personnel Management) training programs were felt to be the next most effective

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training program, followed by on-the-job training, college, and OPM (Office of Personnel Management) training programs. OPM training programs were rated far lower than the other programs, with 20% of the sample rating it as "not at all effective". Less than half of the sample population indicated that on-the-job (OJT) training was "quite" effective, although nearly everyone thought that it was at least "somewhat" effective.

3. Respondents were asked to rate various characteristics of their jobs. Most (92%) felt "quite" satisfied from doing their jobs well (Here, we are reporting the number of people who scored at or above this level--i.e., either "quite" or "extremely" satisfied.). A large majority felt that they worked "quite" hard at their jobs (90%), with nearly half of the respondents indicating that they worked "extremely" hard at their jobs and no one indicating that they worked "not at all" at their jobs. Most were "quite" confident in their abilities to perform their jobs (88%), 41% were "extremely" confident and everyone was at least "somewhat" confident. A large proportion were "quite" committed to their jobs (86%), and while 43% felt "extremely" committed, 2% felt "not at all" committed and 4% felt less than "somewhat committed". Most felt they were performing

their jobs "quite" well (84%), with everyone at least feeling they were performing "somewhat" well. Approximately three-fourths of the sample population felt that they clearly understood what was expected of them, although 18% felt only "somewhat" clear to "not at all" clear about what was expected of them. A large proportion of those sampled felt that the workload associated with the job was too high (61%); 21% felt that it was much too high and 10% felt that it was too low. Only 57% felt that they were "quite" able to do their best work in their current job, while nearly everyone (98%) felt that they were at least "somewhat" able to do their best work in their current job. A large proportion felt that the job was at least "somewhat" stressful (86%), with 39% feeling that their job was "quite" stressful. A full 43% of people felt that they were at least "quite" likely to look for a job in the next year.

B. Summary

Overall it appears that CPD has a highly committed work force which is confident in the job and understands what is expected. In addition, members of the work force are generally satisfied with their current jobs, the work environment, involvement in decision making, and the inherent worth of their jobs.

While the overall trend of the information in this section points to a contented, hard working force, there are some problem points. Among them are the sense that the workload is too high and the feeling that many are unable to do their best work in their current jobs and are experiencing significant stress; the apparent ineffectiveness of OPM training programs, and the relatively low percentage of the population that felt that OJT training was effective. Also, a sizable proportion reported being likely to look for another job in the coming year.

IV. DIVISIONS

This section profiles several important attitudes toward the respondents' divisions.

A. Analysis

1. Respondents were asked to indicate their satisfaction with various aspects of their division. At least three-fourths of those sampled were satisfied with the leadership within their division, as well as with the teamwork and cooperation that exists within the division, the technical competence within the division, and the division overall. Roughly one-sixth were "extremely" satisfied with their divisional leadership and with their respective divisions overall.

2. Respondents were asked to rate how they felt about various aspects of their divisional operations. A large majority (82%) felt at least "quite" committed to their division, with 25% indicating that they were "extremely" committed. Nearly three-fourths felt that their respective division was performing it's job at least "quite" well. Less than half (48%) felt that disagreements were handled within the division at least "quite" constructively, while 17% felt that they were handled less than "somewhat" constructively. However, only one-third felt that the level of disagreement

within their division was too high; 12% felt that it was too low, and 57% felt that it was about right. Most individuals (78%) felt at least "quite" able to speak freely on issues of concern to them.

When asked to rate their division heads, the respondents indicated that in general, division heads were "quite" supportive in backing employee decisions (73%), were "quite" able to provide adequate technical guidance (61%), were able to respond helpfully to issues raised within the division (61%), and were able to understand the concerns of subordinates (59%). However, 26% felt that division heads were only "somewhat" to "not at all" able to provide technical guidance, 18% felt that division heads were only "somewhat" or less supportive of subordinates' decisions, 24% felt that division heads were not able to respond to division raised issues in a helpful manner, and 30% felt that division heads were only "somewhat" or less able to understand their concerns.

3. Ratings of division heads were examined separately for divisions 510, 520, 530 and 540. This data is shown in Appendix C. In general, overall satisfaction with division leadership was highest in Divisions 520 and 540, where 100% and 91% of respondents (respectively) reported satisfaction. The heads of these two divisions were also rated high in their ability to provide adequate technical guidance, their

supportiveness in backing up subordinates' decisions, and the ability to respond helpfully to issues raised within the division.

In 530, most members (69%) reported being satisfied with their division leadership. This division head, who had been assigned temporarily to APD from Engineering, was rated lowest in ability to provide adequate technical guidance and to respond helpfully to issues raised within the division. However, this division head was seen as moderately high in supportiveness.

In 510, somewhat fewer than half of members (40%) reported being satisfied with their division head, although only one person reported being "very dissatisfied." Nevertheless, most division members (60%) rated this division head as "quite" to "extremely" able to provide technical guidance and to respond helpfully to issues raised within the division. However, somewhat fewer than half of members (45%) rated this division head as "quite" to "extremely" supportive in backing up subordinates' decisions.

B. Summary

In general, the CPD work force appears to be very satisfied with their respective divisions overall, and with the leadership, technical competence, and teamwork within the divisions. Most are committed to their respective division,

feel that their division is performing its assigned job, and feel free to speak out on issues that concern them. However, satisfaction with division leadership varies somewhat across divisions, with some division heads seen as more technically competent, supportive, and able to respond helpfully than are others.

A potential problem area concerned the handling of conflict within divisions. Although the level of conflict in the divisions was seen as acceptable, its handling was seen as less than quite effective.

V. THE DEPARTMENT

This section profiles several important attitudes toward the Civilian Personnel Department (CPD).

A. Analysis

1. Respondents were first asked to indicate their satisfaction level with several characteristics of the department. On questions which were asked at both division and departmental levels, respondents were generally less satisfied with the department than with their division. Two-thirds of the respondents were satisfied with CPD overall, and with the leadership of CPD (compared with 84% and 77% respectively at the division level). Many (65%) felt that the level of disagreement occurring within the department was too high (compared with 31% at the division level) and 20% felt that it was much too high.

A sizeable majority of respondents (70%) were satisfied with the technical competence of other divisions within CPD, and 61% were satisfied with the amount of teamwork and cooperation received from the other divisions within CPD. One-third felt that the department directors' standards were too high, but 21% felt that they were too low. Slightly more than half of the respondents (58%) felt satisfied with the degree to which routine activities had been computerized or automated, but 29% felt that routine activities had not become

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automated enough. Only one-third of the sample population was satisfied with the workload distribution within the department, while 43% felt that workload was not fairly distributed. Likewise, less than one-third were satisfied, and 62% were dissatisfied, with the perceived fairness with which pay raises and promotions were distributed within CPD. Nearly twice as many respondents were dissatisfied with how well CPD was regarded by the rest of the Center as were satisfied (58% to 30%). Approximately equal proportions of the sample population felt that the department was, in general, getting better as felt that it was getting worse (36% to 34%).

2. In the second portion of the CPD section, respondents were asked to rate various aspects of CPD. A large majority (82%) felt "quite" committed to the department while nearly everyone (98%) felt at least "somewhat" committed. Two-thirds of those responding indicated that they felt that CPD was performing its job "quite" well and 98% felt that it was performing at least "somewhat" well. Only one-third felt that problems arising within CPD were handled "quite" well and only 27% felt that disagreements within the department were handled "quite" constructively. Slightly less than one-half felt that they could "quite" freely raise issues of concern to them, although 86% felt "somewhat" free to raise issues. Many (69%) felt that it was at least "somewhat"

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difficult to coordinate work with other divisions within CPD, but only 21% felt it was "quite" difficult to coordinate and 13% felt that coordination was "not at all difficult". More than one-fifth of the sample population felt that physical arrangements within the CPD work spaces made it "extremely" difficult to interact with others within CPD; 88% felt that it was at least "somewhat" difficult to interact due to the physical set up. (The department has subsequently moved into other quarters.)

The respondents were asked to rate the department director on several characteristics. While over half of the sample felt that they were "quite" supportive of the directors' goals for CPD, and 94% felt at least "somewhat" supportive, only 25% felt that they "quite" clearly understood the directors' goals (76% felt that they at least "somewhat" understood), and only one-fifth felt that the director had been able to translate his goals into concrete procedures "quite" well (75% felt the director had done at least "somewhat" well). Only one-fourth of the respondents felt that the director and assistant director were "quite" consistent in their unity of direction for CPD. An equal proportion felt that the director was "not at all" visible in their work area as felt that he was "quite" visible. While more than one-third of those polled indicated that it was "quite" easy to raise issues with the director (and 75% felt

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it was at least "somewhat" easy), only one-sixth felt that the director was able to "quite" clearly understand their concerns (76% felt the director could "somewhat" clearly understand). Nearly one-half felt that the director was able to respond "quite" helpfully to issues raised within the department, 90% felt the director could at least be "somewhat" helpful. One-third felt that the director was "quite" supportive in backing up their decisions, 81% felt the director was at least "somewhat" supportive.

B. Summary

While in general it appears that the work force within CPD is satisfied with the status quo, there are indicators that some problems may exist under the surface. The fact that as many people felt that the department is getting worse as felt that things were improving indicates potential problems. In addition, a large proportion felt that CPD was not well regarded by the rest of the Center. However, most are satisfied with the teamwork, leadership and competence within CPD, and large percentages felt committed to the department, and believed that the department was doing its job well.

Respondents had mixed feelings concerning the director. In general, less than one-third felt strongly enough about any question related to the director's performance to indicate the "quite" response, yet three-fourths were able to indicate

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at least the "somewhat" response. The director's goals, and the ability to translate those goals in such a manner as to rally support from the work force, appears to suffer from the perceived lack of visibility of the director in CPD work spaces.

A few specific areas of common concern were also apparent. Department members appeared concerned with the level of disagreement within the department, how constructively problems and conflicts were handled, and with the consistency of direction between the director and assistant director. There was also concern by many regarding fairness issues involving workload distribution and pay/promotion decisions.

VI. THE REORGANIZATION

This section profiles attitudes concerning the reorganization of CPD that occurred in 1987.

A.   Background

Two years before the survey, the department had been reorganized. A key part of the reorganization involved the three functions of classification, staffing, and development. It was these functions that were mentioned most often in CPD interviews as sources of concern. These three activities had previously been grouped separately, with individuals who specialized in one of these activities grouped together (organization by "function" or "activity"). Under the reorganization, each of these activities was divided between two divisions, 530 and 540, which were organized based upon the client departments served (organization by "purpose" or "client").

In general, these two forms of organization, by function vs. by client, have predictable benefits and costs. Functional grouping allows greater depth of technical expertise in a specialty, makes on-the-job training within a function easier, produces greater standardization of procedures within a specialty, and allows certain efficiencies within a specialty area. In contrast, client grouping forces

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individuals to become more "generalists" (as opposed to specialists), makes functional training more difficult, and makes standardization between client groups more difficult. However, the advantage of client grouping is greater coordination among the functional activities dedicated to a given client, and faster responsiveness to that client's needs. The reorganization, then, was an attempt to create divisions (530 and 540) which would be more "client centered" and responsive to client departments' needs.

B. Analysis

1. Nearly three-fourths (71%) of the current work force within CPD experienced the reorganization of 1987. Only these personnel responded to the following questions. Nearly one-half of the respondents indicated that they had understood the goals and rationale for the reorganization "quite" well, 89% indicated at least "somewhat" well. However, only 6% felt that the reorganization had achieved these goals "quite" well, while 56% felt that it had done so at least "somewhat" well.

2. The respondents were asked to indicate how the new department design had affected the functioning of divisions 530 and 540. Of those who had experienced the reorganization, one-half felt that the two divisions' familiarity with client departments' needs had become worse (21% felt that they had

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become better, 30% felt that they had remained the same), 85% felt that client department knowledge of who to contact within CPD had become worse (6% felt that it had become better), over one-half felt that classification, staffing, and development efficiency had become worse (15% felt efficiency had improved), and 52% felt that CPD overall had been made worse (17% thought matters had improved).

The entire sample population was asked to rate various aspects of the relationship between divisions 530 and 540. Nearly 90% of the sample population felt "somewhat" that there was unnecessary competition between the two divisions, while 17% felt "extremely" so. Nearly three-fourths of the respondents indicated that the coordination between the two divisions was at least "somewhat" sufficient, while only 13% felt it was "quite" sufficient and 6% felt it was "not at all" sufficient. Two-thirds felt that the two divisions "somewhat" followed consistent procedures when providing similar services and that the divisions had "somewhat" clearly separated duties and responsibilities. Nearly 10% felt that the responsibilities were not at all clearly separated.

Employees who worked in divisions 530 and 540 were asked to respond to questions about the extent of coordination between the two divisions. Of this sample population, three-fourths felt that coordination was at least "somewhat"

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sufficient for the classification function (23% felt that it was "not at all" sufficient), the staffing function (18% felt it was "not at all" sufficient), and the development function (12% felt it was "not at all" sufficient"). In none of the three functions did anyone feel that coordination was "extremely" sufficient.

C. Summary

A large proportion of the current CPD work force experienced the 1987 reorganization. While most indicated that they were aware of the rationale behind the reorganization, few felt that the reorganization had been effective in meeting its goals. A majority felt that the reorganization had made the department more confusing, less efficient, and less familiar to clients. In addition, a majority felt that CPD had become worse off over all due to the reorganization. The CPD workforce perceived coordination and competitive problems between divisions 530 and 540. In short, then, members of CPD appear to report some of the predictable costs of moving to client-focused divisions, but do not report the attainment of its intended benefits.

VII. TQM

This section profiles attitudes concerning the Total Quality Management (TQM) program within CPD.

A. Analysis

1. Respondents were asked to indicate their level of involvement in the PAT effort within CPD, and the CIC effort within NAC. A large majority indicated that they were "not at all" involved in the PAT effort (72%); only 23% felt at least "somewhat" involved and 11% felt "extremely" involved. A larger proportion of the sample population indicated that they were involved in the CIC effort; 16% felt "extremely" involved, 44% felt at least "somewhat" involved, and less than half (46%) indicated that they were not involved at all.

2. Respondents were asked to indicate how well they understood the goals and activities of the PAT and CIC programs. A majority felt that they understood the goals and activities of each program--61% felt that they at least "somewhat" understood them for the PAT program and 80% felt that way about the CIC program. Approximately 10% felt that they understood the two programs "extremely" well; but 31% felt that they did not understand the PAT program at all.

3. Respondents were asked to indicate how valuable they felt the PAT and CIC programs had been. A large proportion felt that the programs had been at least "somewhat" valuable--

73% for the PAT program, and 81% for the CIC program. Twice as many respondents (16% to 8%) felt that the PAT program had been "not at all" valuable as felt that way about the CIC program.
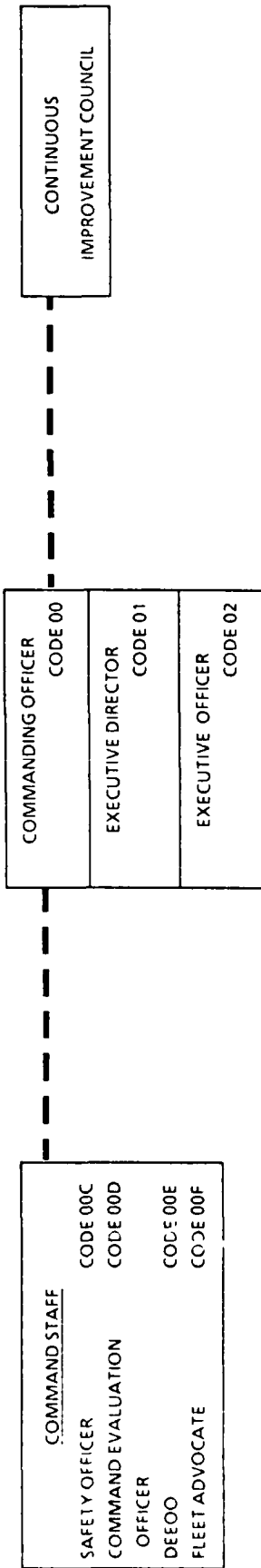
4. Further analysis of this data was conducted to determine how involvement in these two efforts was related to respondents' attitudes toward them. Pearson correlation coefficients were calculated between level of involvement and attitudinal responses. Degree of involvement in the PAT effort was strongly related to individuals" understanding of the PAT goals and activities ($r = .78$) and to their perception of its value ($r = .63$). Likewise, involvement in the CIC effort was strongly related to understanding (.79) and valuing (.49) of it. Thus, those people who were actively involved in these TQM efforts tended to be much more knowledgeable and supportive of them than those who were not.

B. Summary

The CIC program appears to have been somewhat better received than was the PAT program. More respondents indicated that they were involved with the CIC program, the goals and activities of the CIC program were better understood, and the CIC program was felt to have been more valuable to the Center. However, respondents who had more direct involvement in either effort reported being knowledgeable and appreciative of that effort.

APPENDIX A

CPD ORGANIZATIONAL CHART

NAVAL AVIONICS CENTER INDIANAPOLIS, INDIANA *

COMMAND STAFF

SAFETY OFFICER	CODE 00C
COMMAND EVALUATION OFFICER	CODE 00D
DEEOO	CODE 00E
FLEET ADVOCATE	CODE 00F

CONTINUOUS IMPROVEMENT COUNCIL

COMMANDING OFFICER
CODE 00

EXECUTIVE DIRECTOR
CODE 01

EXECUTIVE OFFICER
CODE 02

* CONDUCT RESEARCH, DEVELOPMENT, ENGINEERING, MATERIAL ACQUISITION, PILOT AND LIMITED MANUFACTURING, TECHNICAL EVALUATION, DEPOT MAINTENANCE AND INTEGRATED LOGISTICS SUPPORT ON ASSIGNED
AIRBORNE ELECTRONICS (AVIONICS), MISSILE, SPACEBORNE, UNDERSEA AND SURFACE WEAPON SYSTEMS AND RELATED EQUIPMENT

SPECIAL ASSISTANTS

ASSISTANT TO THE EXECUTIVE DIRECTOR	CODE S004
ASSISTANT TO THE EXECUTIVE OFFICER	CODE S008
COUNSEL	CODE S007
SSO/STILO	CODE S011
SMALL BUSINESS	CODE S009

STAFF OFFICES

MEDICAL OFFICE	CODE S005
SAFETY OFFICE	CODE S006
COMMAND EVALUATION OFFICE	CODE S012

SUPPORT

OPERATIONS

CONTRACTING AND MATERIAL MANAGEMENT DEPARTMENT
CODE 600

TECHNICAL AND OPERATIONS SUPPORT DEPARTMENT
CODE 700

CIVILIAN PERSONNEL DEPARTMENT
CODE 500

COMPTROLLER DEPARTMENT
CODE 300

SECURITY DEPARTMENT
CODE 100

ENGINEERING DEPARTMENT
CODE 900

SYSTEMS AND TECHNOLOGY DEPARTMENT
CODE 800

PRODUCT INTEGRITY ASSURANCE DEPARTMENT
CODE 400

MANUFACTURING TECHNOLOGY DEPARTMENT
CODE 200

PLANS AND PROGRAMS DEPARTMENT
CODE 070

NAVAL AIR SYSTEMS COMMAND	NAVAL AVIONICS CENTER INDIANAPOLIS, INDIANA	CHART NO. 00

APPROVED: _[signature]_
CAPT, USN, COMMANDING OFFICER

17 JUL 89

APPENDIX B

CPD DIAGNOSTIC SURVEY

SECTION 1 - DEMOGRAPHICS

1. Are you - (check one)   1:6a:sex

   [1] Female 38
   [2] Male   13

2. What is your education level
   (indicate highest completed)?   1:8:educ

   [1] Some elementary school   0
       (grades 1-7)

   [2] Completed elementary school   0
       (8 grades)

   [3] Some high school(grades 9-11)   1

   [4] Graduated from high school or   13
       G.E.D.

   [5] Some college or technical training   18
       beyond high school(1-3 years)

   [6] Graduated from college (B.A.,   9
       B.S., or other Bachelor's degree)

   [7] Some graduate school   2

   [8] Graduate degree(Masters, Ph.D.,   8
       M.D., etc.)

3. Your division is: 1:10:divnum

   [1] 500 staff   5
   [2] 510   10
   [3] 520   10
   [4] 530   14
   [5] 540   12

4. How old were you on your last   1:12:age
   birthday?

                      range = 20 - 56
   _____ years   mean = 36

5. For how many years have you worked:

   a) in the area of personnel or
      human resource development?   1:15:hryr

                      range = 0 - 15
      _____ years   mean = 5.05

   b) in CPD at NAC?   1:18:cpdnacyr

                      range = 0 - 15
      _____ years   mean = 3.87

6. Your position title is: 1:21:title

   [1] Supervisory PMS   4
       (Division Head)

   [2] Personnel Management 12
       Specialist (PMS)

   [3] Other "Specialist"   7

   [4] Employee Development 6
       Assistant (EDA)

   [5] Other "Assistant"   2

   [6] Clerk   11

   [7] Secretary   4

   [8] Other   4

SECTION 2 - YOUR JOB

This next section asks you how you think and feel about certain specific parts of your work.

1. HOW SATISFIED ARE YOU WITH:	very dissatisfied	dissatisfied	slightly dissatisfied	not satisfied or dissatisfied	slightly satisfied	satisfied	very satisfied		means
a. promotion opportunities within CPD?	[1] 4	[2] 5	[3] 8	[4] 6	[5] 7	[6] 14	[7] 7	2:6:job1a	4.51
b. opportunities for your own professional learning & growth?	[1]	[2] 3	[3] 10	[4] 4	[5] 9	[6] 13	[7] 12	2:8:job1b	5.08
c. your physical work environment?	[1] 1	[2] 1	[3] 7	[4] 8	[5] 7	[6] 20	[7] 6	2:10:job1c	5.06
d. your job overall?	[1]	[2] 1	[3] 4	[4] 5	[5] 11	[6] 22	[7] 8	2:12:job1d	5.43
e. the amount of pay you get?	[1] 3	[2] 6	[3] 6	[4] 7	[5] 15	[6] 10	[7] 3	2:14:job1e	4.34
f. the chances you have to accomplish something worthwhile?	[1] 1	[2] 3	[3] 4	[4] 8	[5] 9	[6] 18	[7] 8	2:16:job1f	5.10
g. the chances you have to take part in making decisions?	[1] 2	[2] 2	[3] 8	[4] 6	[5] 11	[6] 14	[7] 8	2:18:job1g	4.88

2. How effective have the following types of training been in preparing you to do your work? (Answer only those items which apply to you.)	not at all effective		somewhat effective		quite effective		extremely effective		
a. on-the-job training in CPD?	[1]	[2] 1	[3] 18	[4] 6	[5] 9	[6] 2	[7] 8	2:20:job2a	4.39
b. training programs conducted by OPM (Office of Personnel Management)?	[1] 7	[2] 2	[3] 9	[4] 6	[5] 10	[6] 1	[7] 1	2:22:job2b	3.47

	not at all effective		somewhat effective		quite effective		extremely effective		means
c. training programs conducted by OCPM (Navy Office of Civilian Personnel Management)?	[1] 1	[2]	[3] 8	[4] 8	[5] 8	[6] 5	[7] 4	2:24:job2c	4.56
d. your previous work experience?	[1]	[2] 2	[3] 13	[4] 5	[5] 18	[6] 5	[7] 6	2:26:job2d	4.59
e. college training?	[1] 3	[2] 1	[3] 10	[4] 3	[5] 12	[6] 2	[7] 4	2:28:job2e	4.20

3. HOW . . .

	not at all		somewhat		quite		extremely		
a) stressful do you find your job?	[1] 5	[2] 2	[3] 16	[4] 8	[5] 14	[6] 4	[7] 2	2:30:job3a	3.86
b) clearly do you understand what is expected of you in your job?	[1] 2	[2] 1	[3] 6	[4] 6	[5] 24	[6] 5	[7] 7	2:32:job3b	4.80
c) well are you able to do your best work in this job?	[1]	[2] 1	[3] 15	[4] 6	[5] 16	[6] 8	[7] 5	2:34:job3c	4.59
d) personally committed do you feel to your job?	[1] 1	[2] 1	[3] 4	[4] 1	[5] 12	[6] 10	[7] 22	2:36:job3d	5.75
e) confident are you in your ability to perform your job?	[1]	[2]	[3] 2	[4] 4	[5] 12	[6] 12	[7] 21	2:38:job3e	5.90
f) well do you feel you are performing your job?	[1]	[2]	[3] 1	[4] 7	[5] 13	[6] 16	[7] 14	2:40:job3f	5.69
g) hard do you work at your job?	[1]	[2]	[3] 1	[4] 1	[5] 11	[6] 15	[7] 23	2:42:job3g	6.14

	not at all		somewhat		quite		extremely		means

h) much personal satisfaction do you get from doing your job well?

[1] 1 [2] [3] 3 [4] [5] 13 [6] 17 [7] 17 2:44:job3h 5.80

i) likely is it that you will actively look for a new job in the next year?

[1] 8 [2] 8 [3] 8 [4] 5 [5] 9 [6] 6 [7] 7 2:46:job3i 3.88

4. The workload of your job is ...

[1] 1 [2] 3 [3] 1 [4] 11 [5] 8 [6] 15 [7] 12   5.26

much too low   about right   much too high   2:48:job4

SECTION 3 - YOUR DIVISION

This next section asks you how you think and feel about certain specific aspects of your division.

1. HOW SATISFIED ARE YOU WITH -

	very dissatisfied	dissatisfied	slightly dissatisfied	not satisfied or dissatisfied	slightly satisfied	satisfied	very satisfied		means
a. the leadership of your division?	[1] 2	[2] 3	[3] 2	[4] 4	[5] 5	[6] 24	[7] 7	3:6:div1a	5.28
b. the teamwork and cooperation within your division?	[1] 2	[2] 4	[3] 3	[4] 3	[5] 12	[6] 22	[7] 3	3:8:div1b	4.98
c. the technical competence of others in your division?	[1] 1	[2] 1	[3] 6	[4] 3	[5] 9	[6] 26	[7] 3	3:10:div1c	5.20
d. your division, overall?	[1]	[2] 2	[3] 2	[4] 4	[5] 9	[6] 25	[7] 7	3:12:div1d	5.51

2. HOW . . .

	not at all		somewhat		quite		extremely		means
a. able is your division head to provide adequate technical guidance to the division?	[1] 4	[2] 2	[3] 6	[4] 6	[5] 10	[6] 10	[7] 8	3:14:div2a	4.70
b. supportive is your division head in backing up your decisions?	[1] 1	[2] 3	[3] 4	[4] 4	[5] 11	[6] 12	[7] 10	3:16:div2b	5.16
c. clearly do you feel that the division head understands your concerns?	[1] 3	[2] 4	[3] 7	[4] 5	[5] 8	[6] 9	[7] 10	3:18:div2c	4.70
d. freely can the people within your division speak in raising issues of concern to them?	[1] 2	[2] 3	[3] 4	[4] 2	[5] 17	[6] 12	[7] 9	3:20:div2d	5.06
e. constructively are disagreements within your division handled?	[1] 3	[2] 5	[3] 8	[4] 9	[5] 15	[6] 7	[7] 1	3:22:div2e	4.10
f. able is your division head to respond helpfully to issues raised within the division?	[1] 2	[2] 1	[3] 8	[4] 7	[5] 10	[6] 14	[7] 4	3:24:div2f	4.74

	not at all		somewhat		quite		extremely		means
g. personally committed do you feel to your division?	[1]	[2]2	[3]5	[4]2	[5]14	[6]14	[7]13	3:22:div2g	5.44
h. well do you feel that your division is performing its job?	[1]	[2]2	[3]6	[4]6	[5]22	[6]9	[7]4	3:24:div2h	4.86

3. Do you feel that the level of disagreement within your division is . . .

[1] much too low	[2] 4	[3] 2	[4] 28 about right	[5] 5	[6] 5	[7] 5 much too high	3:26:div3	4.41

SECTION 4 - THE DEPARTMENT

This next section asks how you think and feel about certain specific aspects of CPD.

1. HOW SATISFIED ARE YOU WITH -	very dissatisfied	dissatisfied	slightly dissatisfied	not satisfied or dissatisfied	slightly satisfied	satisfied	very satisfied		means
a. CPD, overall?	[1]	[2] 3	[3] 8	[4] 7	[5] 15	[6] 16	[7] 2	4:6:dept1a	4.77
b. the leadership of CPD?	[1]	[2] 5	[3] 6	[4] 4	[5] 17	[6] 15	[7] 3	4:8:dept1b	4.80
c. the technical competence of other divisions within CPD?	[1]	[2] 4	[3] 6	[4] 5	[5] 13	[6] 21	[7] 1	4:10:dept1c	4.89
d. how well CPD is regarded within NAC?	[1] 6	[2] 13	[3] 10	[4] 6	[5] 7	[6] 7	[7] 1	4:12:dept1d	3.40
e. the degree to which routine activities have been computerized or automated within CPD?	[1] 2	[2] 10	[3] 3	[4] 6	[5] 11	[6] 18	[7] 1	4:14:dept1e	4.41
f. how fairly the workload is distributed within CPD?	[1] 2	[2] 5	[3] 14	[4] 13	[5] 10	[6] 5	[7]	4:16:dept1f	3.80
g. how fairly pay raises and promotions are handled within CPD?	[1] 7	[2] 3	[3] 20	[4] 5	[5] 6	[6] 6	[7] 3	4:18:dept1g	3.60
h. the teamwork and cooperation you get from other divisions within CPD?	[1] 1	[2] 4	[3] 8	[4] 6	[5] 15	[6] 13	[7] 2	4:20:dept1h	4.57

2. Do you feel that the director's standards for the department are:

[1] 2	[2] 1	[3] 7	[4] 22	[5] 9	[6] 5	[7] 2	4:22:dept2	4.21
much too low			about right			much too high		

3. Do you feel that the level of disagreement that occurs within the department is:

[1]	[2]	[3] 4	[4] 13	[5] 8	[6] 14	[7] 10	4:24:dept3	5.27
much too low			about right			much too high		

4. In general, are things in CPD getting better or worse?

| [1] 1 | [2] 4 | [3] 11 | [4] 14 | [5] 11 | [6] 5 | [7] 1 | 4:26:dept4 | 4.04 |
| much worse | | | about the same | | | much better | | |

5. HOW . . .

	not at all		somewhat		quite		extremely			means
a. clearly do you feel that you understand the director's goals and visions for CPD?	[1] 4	[2] 8	[3] 20	[4] 6	[5] 8	[6] 5	[7]		4:28:dept5a	3.41
b. supportive are you of the director's goals and visions for CPD?	[1]	[2] 3	[3] 14	[4] 6	[5] 17	[6] 3	[7] 6		4:30:dept5b	4.43
c. well has the director been able to translate his vision into concrete procedures to achieve his goals for CPD?	[1] 3	[2] 9	[3] 18	[4] 7	[5] 9	[6] 1	[7]		4:32:dept5c	3.28
d. consistently is there unity of direction between the director and assistant director of CPD?	[1] 4	[2] 8	[3] 15	[4] 8	[5] 8	[6] 4	[7]		4:34:dept5d	3.43
e. supportive is the director in backing up your decisions?	[1] 4	[2] 4	[3] 11	[4] 10	[5] 11	[6] 2	[7] 1		4:36:dept5e	3.70
f. visible is the director in your area?	[1] 13	[2] 9	[3] 10	[4] 3	[5] 5	[6] 5	[7] 4		4:28:dept5f	3.18
g. easy is it to find an opportunity to raise issues with the director?	[1] 5	[2] 7	[3] 11	[4] 7	[5] 9	[6] 5	[7] 4		4:30:dept5g	3.81
h. clearly do you feel the director understands your concerns?	[1] 8	[2] 4	[3] 20	[4] 10	[5] 4	[6] 3	[7] 1		4:32:dept5h	3.22
i. freely can people within CPD speak in raising issues of concern to them?	[1] 3	[2] 4	[3] 14	[4] 7	[5] 10	[6] 6	[7] 5		4:34:dept5i	4.12
j. constructively are disagreements within CPD handled?	[1]	[2] 6	[3] 18	[4] 11	[5] 9	[6] 4	[7]		4:36:dept5j	3.73
k. able is the director to respond helpfully to issues raised within the department?	[1]	[2] 5	[3] 16	[4] 5	[5] 14	[6] 6	[7] 1		4:38:dept5k	4.06

	not at all		somewhat		quite		extremely		means
l. difficult is it to coordinate your work with people in other divisions in CPD?	[1] 6	[2] 9	[3] 15	[4] 8	[5] 5	[6] 3	[7] 2	4:40:dept5l	3.29
m. difficult do physical arrangements (the location and grouping of work spaces) make it to network with people in other divisions in CPD?	[1] 1	[2] 5	[3] 12	[4] 4	[5] 13	[6] 4	[7] 11	4:42:dept5m	4.58
n. well are the problems which arise in CPD addressed and dealt with?	[1] 1	[2] 3	[3] 17	[4] 13	[5] 13	[6] 2	[7] 1	4:44:dept5n	3.88
o. personally committed do you feel to CPD?	[1]	[2] 1	[3] 3	[4] 6	[5] 11	[6] 19	[7] 11	4:50:dept5o	5.51
p. well do you feel that CPD is performing its job?	[1]	[2] 1	[3] 8	[4] 8	[5] 21	[6] 11	[7] 1	4:52:dept5p	4.72

SECTION 5 - THE REORGANIZATION

This next section asks you how you think and feel about aspects of the reorganization of CPD in 1987 and the current structure of the department.

1. Were you working in CPD during the departmental restructuring in 1987?   5:6:cpd1987

    [0] no   15
    [1] yes   36

(If you checked "no" above, skip to Question 5.)

	not at all		somewhat		quite		extremely			means
2. How well do you understand the goals and rationale for that reorganization?	[1]1	[2]3	[3]12	[4]4	[5]10	[6]4	[7]1		5:8:org2	4.00
3. In general, how well do you feel the reorganization has achieved its goals?	[1]6	[2]9	[3]11	[4]6	[5]2	[6]	[7]		5:10:org3	2.68

4. What effect do you feel that the new departmental design has had -	was made much worse			about the same			was made much better			means
a. on the familiarity of 530 and 540 with the needs of individual client departments?	[1]2	[2]7	[3]7	[4]10	[5]4	[6]2	[7]1		5:12:org4a	3.52
b. on the knowledge of client departments about who to contact in CPD?	[1]10	[2]8	[3]11	[4]3	[5]2	[6]	[7]		5:14:org4b	2.38
c. on the efficiency with which classification, staffing and development functions are carried out?	[1]5	[2]6	[3]6	[4]11	[5]4	[6]	[7]1		5:16:org4c	3.21
d. on CPD, overall?	[1]5	[2]4	[3]9	[4]11	[5]4	[6]1	[7]1		5:18:org4d	3.34

The following questions involve the current relationship between the 530 and 540 divisions.

5. To what extent do you perceive that:

	not at all		somewhat		quite		extremely		means
a. there is unnecessary competition between these two divisions?	[1]1	[2]4	[3]14	[4]6	[5]12	[6]2	[7]8	5:20:org5a	4.32
b. there is sufficient coordination between these two divisions?	[1]3	[2]10	[3]22	[4]6	[5]5	[6]1	[7]	5:22:org5b	3.06
c. these two divisions follow consistent procedures when providing similar services to client departments?	[1]3	[2]11	[3]18	[4]6	[5]5	[6]1	[7]	5:24:org5c	3.05
d. the duties and responsibilities of the two divisions are clearly separated?	[1]4	[2]12	[3]20	[4]8	[5]2	[6]	[7]1	5:26:org5d	2.92

Answer the next question only if you are in 530 or 540:

6. To what extent is there sufficient coordination now between 530 and 540 specialists on the following functions:

	not at all		somewhat		quite		extremely		means
a. classification?	[1]5	[2]1	[3]10	[4]4	[5]2	[6]	[7]	5:28:org6a	2.86
b. staffing?	[1]4	[2]1	[3]11	[4]3	[5]2	[6]1	[7]	5:30:org6b	3.05
c. development?	[1]3	[2]4	[3]12	[4]6	[5]1	[6]	[7]	5:32:org6c	2.92

SECTION 6 - TQM

This next section asks you how you think and feel about certain specific aspects of TQM at CPD.

1. How involved have you been in:	not at all		somewhat		quite		extremely			means
a. the PAT effort within CPD?	[1] 34	[2] 3	[3] 3	[4]	[5] 1	[6] 2	[7] 5	6:6:tqm1a		2.10
b. the CIC effort in NAC?	[1] 23	[2] 5	[3] 2	[4] 2	[5] 5	[6] 5	[7] 8	6:8:tqm1b		3.16

2. How well do you understand:										
a. the goals and activities of the PAT team in CPD?	[1] 15	[2] 4	[3] 14	[4] 3	[5] 6	[6] 3	[7] 4	6:10:tqm2a		3.12
b. the goals and activities of the CIC program in NAC?	[1] 2	[2] 3	[3] 15	[4] 7	[5] 11	[6] 5	[7] 7	6:12:tqm2b		4.30

3. How valuable do you feel that each of these programs has been:										
a. the PAT effort within CPD?	[1] 7	[2] 5	[3] 15	[4] 4	[5] 11	[6]	[7] 1	6:14:tqm3a		3.26
b. the CIC program in NAC?	[1] 4	[2] 5	[3] 18	[4] 8	[5] 8	[6] 2	[7] 3	6:16:tqm3b		3.60

APPENDIX C

RATINGS OF INDIVIDUAL DIVISION HEADS

Satisfaction with Leadership of Divison
(Division question 1a)

Response categories	Division			
	510	520	530	540
Dissatisfied*	30%	0%	23%	9%
Neutral	30%	0%	8%	0%
Satisfied	40%	100%	69%	91%

*Collapses ratings of "very dissatisfied" through "slightly dissatisfied." The same is done for satisfaction items.

Division Head's Ability to Provide Adequate
Technical Guidance
(Division question 2a)

Response categories*	Division			
	510	520	530	540
Low	30%	11%	50%	9%
Intermediate	10%	22%	8%	9%
High	60%	67%	42%	82%

*Low responses include "not at all" through "somewhat" (response
    categories 1-3 on the questionnaire).
Intermediate responses are response category 4.
High responses include "quite" through "extremely" (response
    categories 5-7).

Division Head's Supportiveness in Backing
Up Decisions
(Division question 2b)

Response category	Division			
	510	520	530	540
Low	33%	11%	25%	18%
Intermediate	22%	0%	8%	0%
High	45%	89%	67%	82%

Division Head's Ability to Respond Helpfully
to Issues Raised within the Division
(Division question 2f)

Response category	Division			
	510	520	530	540
Low	30%	0%	58%	9%
Intermediate	10%	22%	8%	27%
High	60%	78%	33%	64%

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